DoD Logistics Human Capital Strategy (HCS)

Executive Overview

1 October 2008

The DoD Logistics Human Capital vision is a multi-faceted logistics workforce that will succeed in a joint operating environment

Benefits of a High Performing, Agile and Ethical Workforce

Individual	Cross-functional development for more flexibility and growth
Services & Agencies	A DoD enterprise system to identify & utilize the desired competencies to meet mission needs
Total Force	Logistics synergy to provide capabilities for current and emerging mission requirements

Outcomes of a Competency-Based Enterprise Logistics Workforce

- Empowers a mobile workforce for flexibility to support future requirements
- Sustains the knowledge base
- Optimizes enterprise resources
- Provides consistent expectations and application of competencies and skills requirements
- Defines a common lexicon for communication across logistics

The goal is to develop the right mix of DoD Logisticians

"I" People

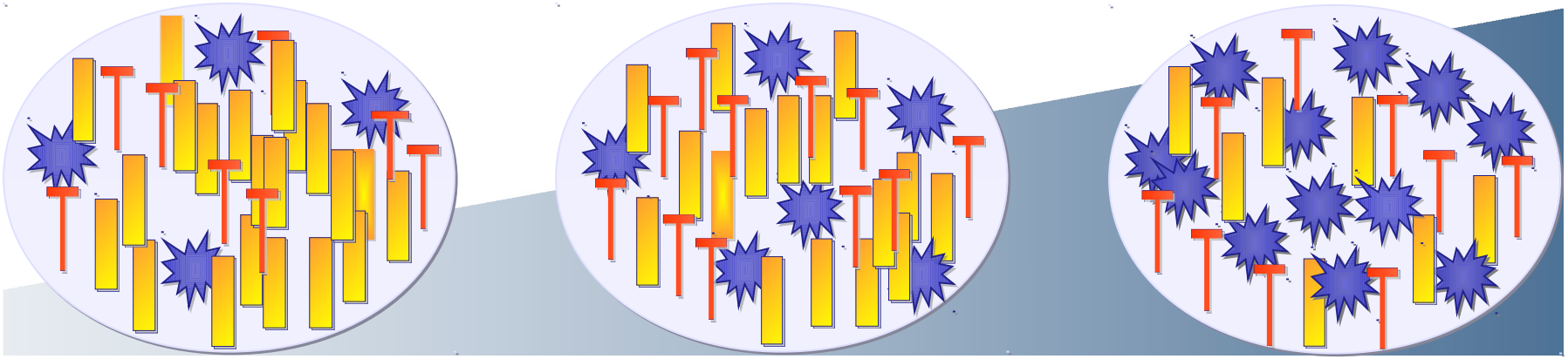
Deep knowledge and narrow expertise in a functional segment, with limited knowledge of other segments or fields.

"T" People

Broader knowledge across a field, possibly with depth in some but not all logistics segments; some knowledge of business or other fields; some development assignments and training.

Enterprise Logistician

Multi-faceted logistician with expertise in many segments and knowledge of the logistics process end-to-end; knowledge of business or other fields; executive training; multi-component experience.



Current

I > T > ✸

Near Future

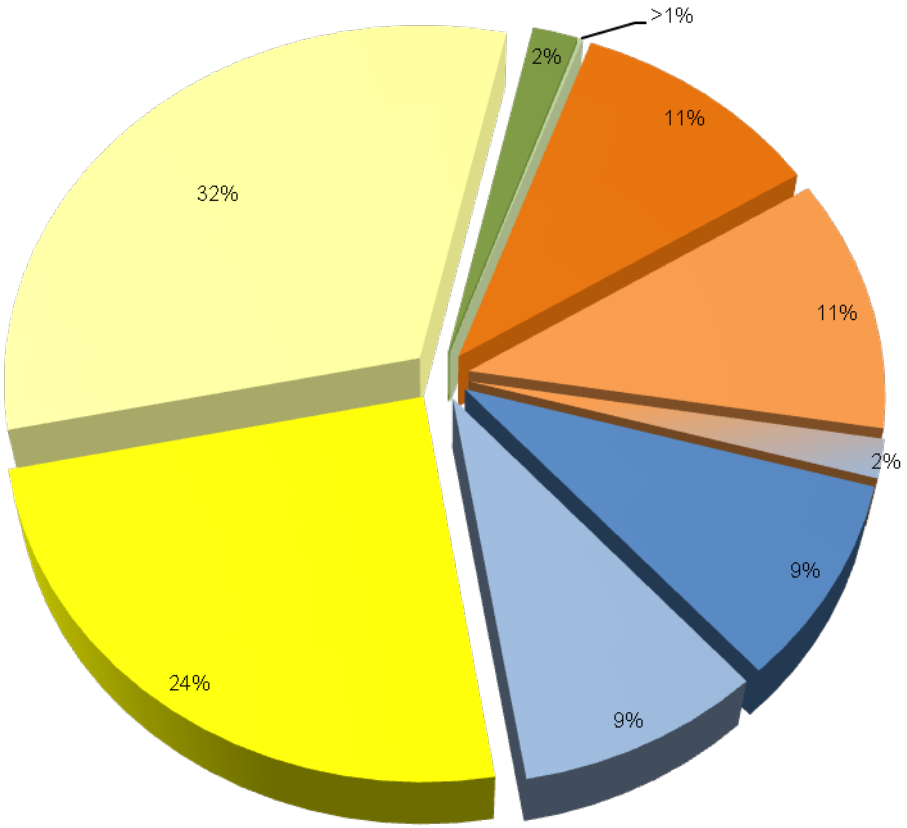
T > I > ✸

Future

✸ > T > I

The DoD Logistics functional community comprises nearly 615,000 active duty military and civilian personnel*

Workforce Sizing by Category



	Civ	Mil	Total
Maintenance Support	143,295 24%	199,516 32%	342,811 56%
Supply Management	63,350 11%	72,037 11%	135,387 22%
Cross-Category (SM & D/D/T)		11,012 2%	11,012 2%
Deploy/Dist/ Trans	56,194 9%	56,679 9%	112,873 18%
Life Cycle Logistics†	11,664 2%	940 <1%	12,604 2%
	274,503 45%	340,184 55%	614,687 100%

Demographics current as Aug 30, 2008

Sources: Defense Civilian Personnel Data System (DCPDS)
Defense Manpower Data Center (DMDC)
Military Services

Notes: * Augmented by over 200,000 Guard/Reserve personnel
† A portion of the Acquisition workforce

Four Logistics Workforce Categories have been defined

SUPPLY MANAGEMENT

Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.

MAINTENANCE SUPPORT

Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION

Includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer

the force.

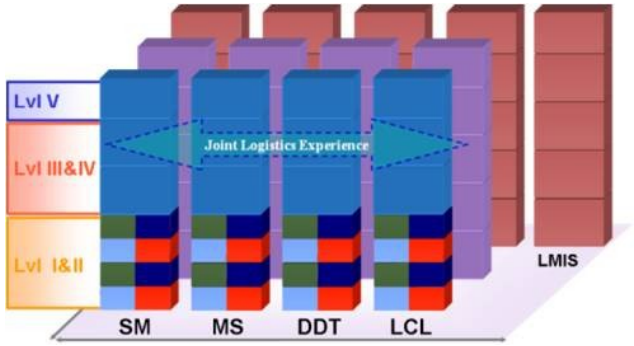
LIFE CYCLE LOGISTICS

Includes planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.

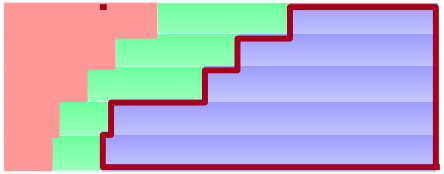
Bottom line: Support the Warfighter!

Six elements will contribute to achieving the HCS Vision

Logistics Career Roadmap



Logistics Competencies



Fundamental Competencies

Leadership & Management Competencies

Logistics Technical Competencies

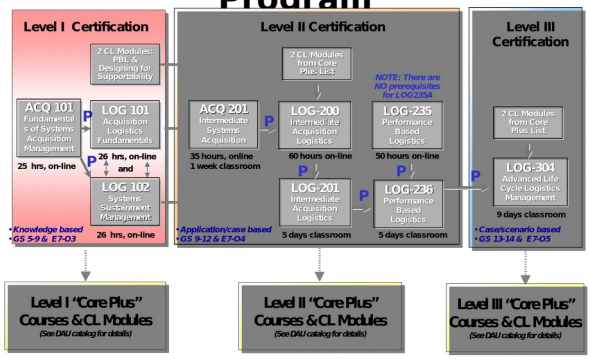
Education, Training, and Developmental Assignments

& Various Academia

Logistics Career Development Framework

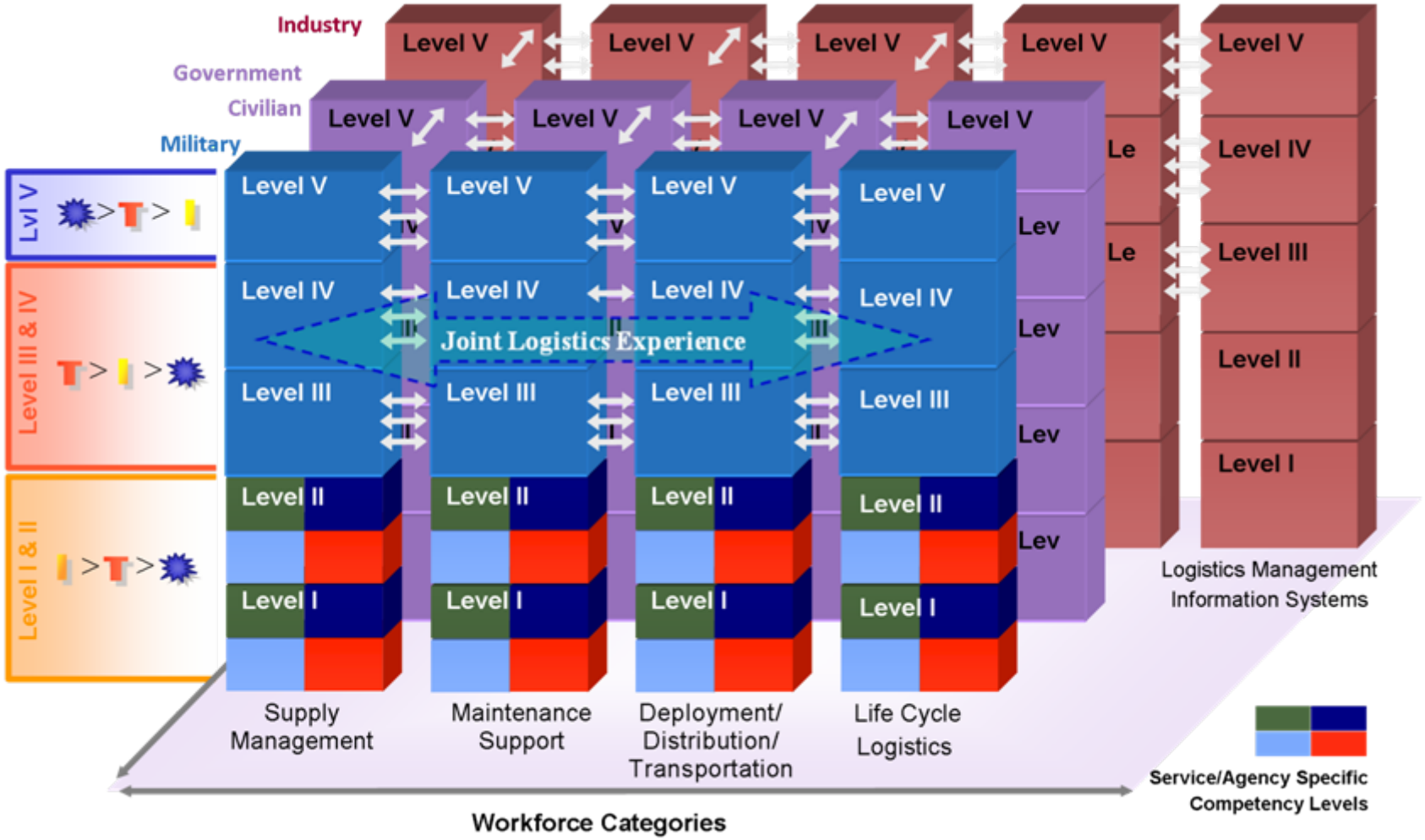
Name & Contact information	
Name:	John Smith
Serial number:	2D4591
Manager:	Julie Doe
Workforce Category Levels	
Supply Management	4
Deployment/Distribution/Transportation	2
Maintenance Support	1
Life Cycle Logistics	2
Fundamental Competencies	
Public Service Motivation	Experienced
Continual Learning	Experienced
Oral Communication	Foundation
Written Communication	Experienced

Certificate/Certification Program


Level I Certification
2 CL Modules: PBL & Designing for Supportability
ACQ 101 Fundamentals of Systems Acquisition Management
LOG 101 Acquisition Logistics Fundamentals
LOG 102 Systems Sustainment Management
25 hrs, on-line
26 hrs, on-line and
26 hrs, on-line
•Knowledge based •GS 5-9 & E7-03
Level II Certification
2 CL Modules from Core Plus List
NOTE: There are NO prerequisites for LOG235A
ACQ 201 Intermediate Systems Acquisition
LOG-200 Intermediate Acquisition Logistics
LOG-235 Performance Based Logistics
LOG-201 Intermediate Acquisition Logistics
LOG-236 Performance Based Logistics
35 hours, online 1 week classroom
60 hours on-line
50 hours on-line
5 days classroom
5 days classroom
•Application/case based •GS 9-12 & E7-04
Level III Certification
2 CL Modules from Core Plus List
LOG-304 Advanced Life Cycle Logistics Management
9 days classroom
•Case/scenario based •GS 13-14 & E7-05
Level I "Core Plus" Courses & CL Modules
(See DAU catalog for details)
Level II "Core Plus" Courses & CL Modules
(See DAU catalog for details)
Level III "Core Plus" Courses & CL Modules
(See DAU catalog for details)

Strategic Governance and Oversight Executive Steering Group (ESG)

The Logistics Career Development Roadmap will guide individual and organizational objectives



"I" People – Deep knowledge, narrow expertise in functional field; limited knowledge of other fields

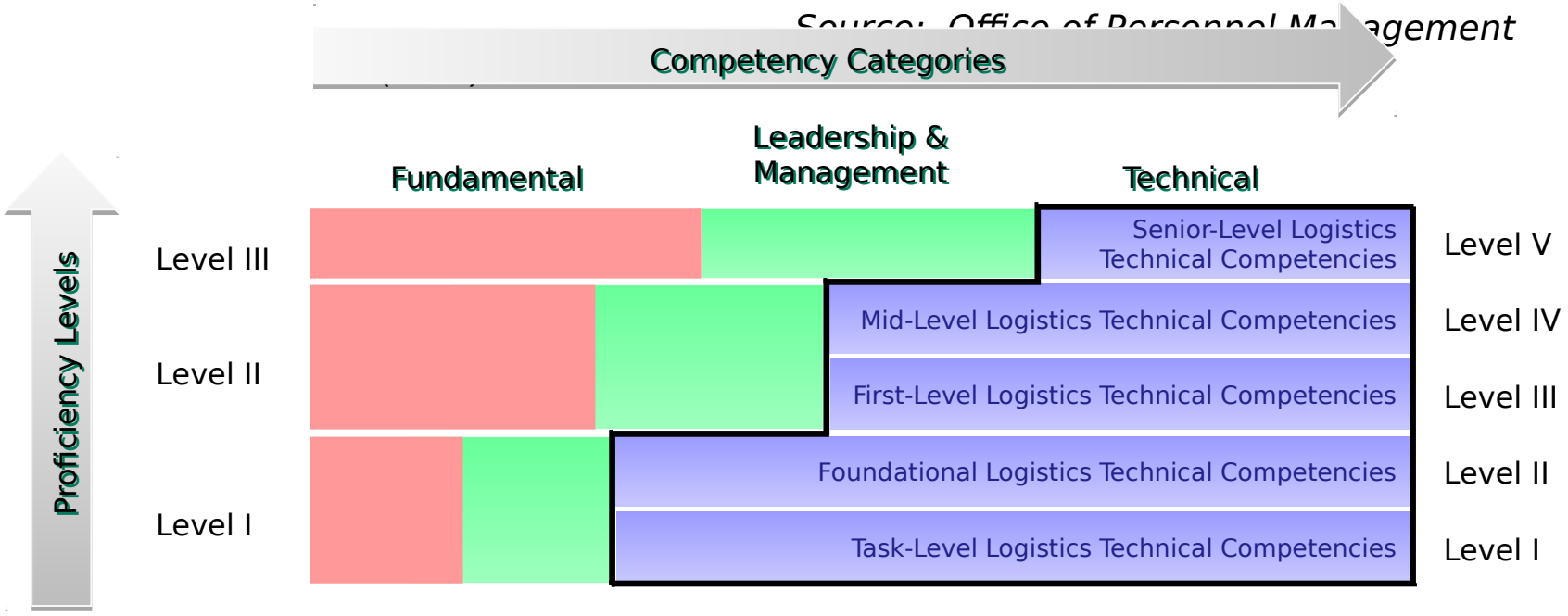
"T" People – Broader knowledge across a field, with depth in some but not all logistics fields

Enterprise Logistician – Multi-faceted logistician with expertise in many fields and end-to-end logistics process

A Competency-based management approach will strengthen the workforce

- **Definition of Competency**
  - An observable, measurable pattern of skills, knowledge, abilities, behaviors & other characteristics that an individual needs to perform work roles or occupational functions successfully.

Source: Office of Personnel Management



Fifteen Logistics Workforce Category Technical Competencies have been defined

SUPPLY MANAGEMENT

- Forecasting and Demand Planning
- Supply Planning
- Sourcing
- Inventory Management

MAINTENANCE SUPPORT

- Maintenance Operations (includes depot maintenance)
- Production & Support

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION

- Physical Distribution/ Transportation Operations
- Deployment Planning

LIFE CYCLE LOGISTICS

- Logistics Design
- Integrated Logistics Support Planning
- Product Support & Sustainment
- Configuration Management
- Reliability and Maintainability Analysis
- Technical/Product Data Management
- Supportability Analysis

The DoD Logistics Competency Continuum will enable an individual's multi-faceted career development

Career Development

Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility

Lead Self

- Service Specific Fundamental Skills
- Mission and Culture

Lead Teams/Projects

- Team Building
- Accountability
- Decisiveness
- Influencing/Negotiating

Lead People

- Human Capital Mgmt
- Leveraging Diversity
- Conflict Management
- DoD Corporate Perspective

Lead Organizations/ Programs

- Technology Mgmt
- Financial Mgmt
- Creativity & Innovation
- Partnering
- Entrepreneurship
- National Defense Integration
- National Security Environment

Lead the Institution

- External Awareness
- Vision
- Strategic Thinking
- Political Savvy
- Global Perspective
- National Security Strategy

Office of Personnel Management (OPM) defined

ndamental Competencies:

Integrity/Honesty
munication Technical Credibility
Literacy Service Motivation
Interpersonal Skills
Continual Learning
Resilience
Problem Solving
Customer Service
Written Communication

Supply Management

Maintenance Support

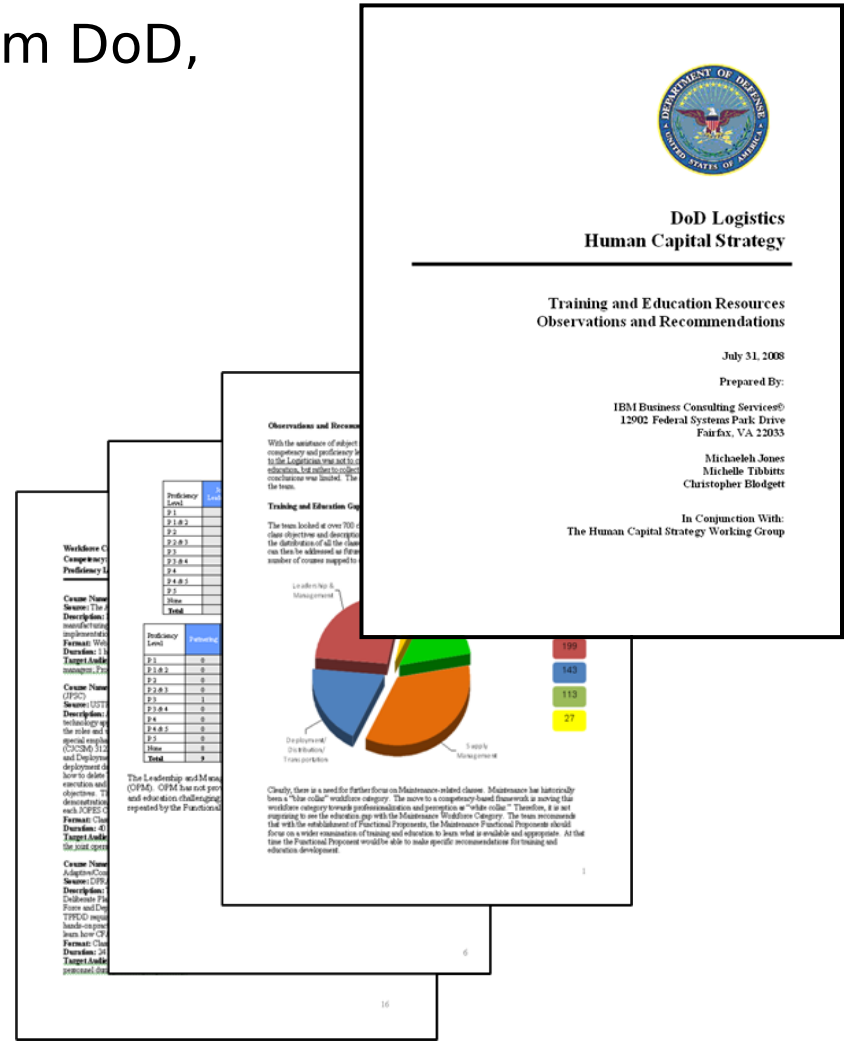
Distribution/ Deployment/ Transportation

Life Cycle Logistics

Logistics Community defined

The Training and Education Review matched class objectives and descriptions to competencies and proficiency levels

- Looked at over 700 courses from DoD, industry, and private sources
- Provides
  - Representative collection of the training, education, and development assignments available to Logisticians
  - Listing of courses by workforce category, competency, and then by the five levels of proficiency
  - Overlaps and gaps



The Logistics Career Development Framework provides benefits to individuals and organizations

INDIVIDUAL AND SUPERVISOR:

- Regular assessment & career progress tracking
- Consistent expectations and job requirements
- Well-defined roadmap for achieving career goals
- User-friendly Web-based tool for career management

ORGANIZATIONS

- Enterprise system locator for teams & high profile tasks
- More effective utilization of existing Enterprise resources

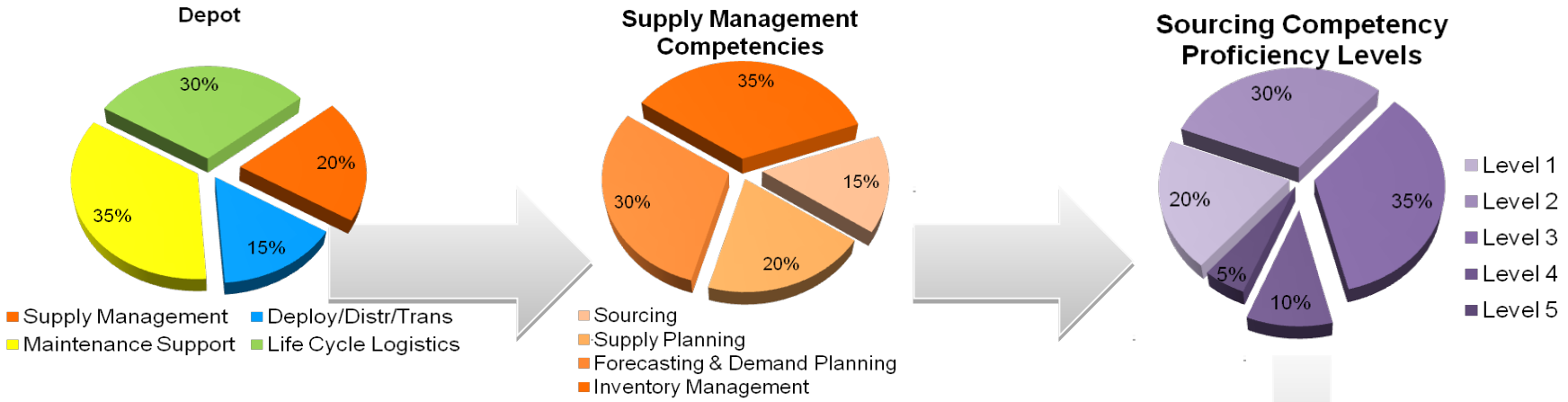
SENIOR MANAGEMENT/DECISION-MAKERS

- Visibility of where workforce assets are located
- Understanding of critical capability & skill gaps
- Identification of current and future staffing requirements

Name & Contact information	
Name:	John Smith
Serial number:	2D4591
Manager:	Julie Smith
Workforce Category Levels	
Supply Management	1
Deployment/Distribution/Trans	2
Maintenance Support	1
Life Cycle Logistics	2
Fundamental Competencies	
Public Service Motivation	Experienced
Continual Learning	Experienced
Oral/Written Communication	Foundation
Integrity/Honesty	Experienced
Interpersonal Competencies	Advanced
Leadership & Management Competencies	
Business Acumen	Experienced
Leading People	Foundation
Leading Change	Experienced
Results Driven	Experienced
Communication	Advanced
Enterprise-Wide Perspective	Experienced

Notional example of the framework's format

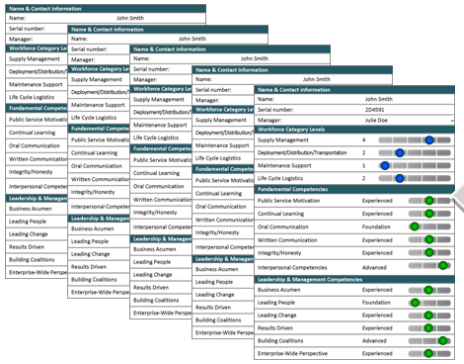
The Logistics Career Development Framework provides Enterprise-wide benefits



Workforce Inventory by workforce category – enable life-cycle management of workforce

Inventory Analysis by competency – enable identification of current and future staffing requirements

Inventory Analysis by proficiency – enable identification of capability and skill gaps



Serial	Name	Org	Project	Util %	YrsExp	Eligible
54613	G Washington	USAF	B-2 PBL	110	35	Y
54321	J Adams	DLA	AFPTEF	75	27	N
65412	T Jefferson	USAF	AFRL/RX	95	40	N
54863	J Madison	USA	JSF	15	30	Y
84562	J Monroe	TRANSCOM	F-22 MX	90	25	Y

NOTIONAL DATA

Inventory by individuals' level of proficiency – enable individual career development to match future mission needs

Inventory by individual – enable identification of resources for teams and special projects

Placing responsibility within OSD ensures consistency across the logistics functional community

Functional Community Manager
Mr. Jack Bell
DUSD(L&MR)

ESG Chairman
Mr. Alan Estevez
PADUSD(L&MR)

HCS Executive Steering Group

Functional Component Managers

HCS Working Group (WG)

Workforce Category Functional Proponents (WCFPs)

Supply Management WCFP
Mr. James Hall
ADUSD (LPP)

Maintenance Support WCFP
Mr. John Johns
ADUSD (MP)

Distribution/ Deployment/ Transportation WCFP
Mr. Earl Boyanton
ADUSD (TP)

Life Cycle Logistics WCFP / FIPT Funct Advisor
Mr. Randy Fowler
ADUSD(MR)

HCS WG Member

HCS WG Member

HCS WG Member

DAWIA Log Functional IPT (FIPT)

SME Group

SME Group

SME Group

SME Group

Service/Agency/COCOM SMEs

Alignment of the multiple human capital efforts will ensure value

HCS Executive Steering Group

Strategic Direction, Competencies, & Logistics Career Development Framework for the Logistics Community

Supply Management

Maintenance Support

Distribution/ Deployment/ Transportation

Life Cycle Logistics

Military Services & Agencies

Career Management

Combatant Commands

Training & Education for Mission Requirements

DoD Logistics Community

Center for Joint and Strategic Logistics Excellence

1st-Year Focus: Joint Logistics Education

Joint Staff

Joint Logistics Requirements

Defense Acquisition University

Training for the Acquisition Workforce

The HCS supports DoD goals and fulfills the requirements and objectives of executive-level strategic guidance

Quadrennial Defense Review (QDR)

- Competency-Based Planning
- Performance-Based Management
- Opportunities for Personal Growth

AT&L Human Capital Strategic Plan

- Goal 1: High Performing, Agile and Ethical Workforce
- Goal 4: Cost-Effective Joint Logistics Support for the Warfighter

DoD Logistics Human Capital Strategy

- Defined Logistics Workforce Categories
- Assessed Future Logistics Trends

DoD Logistics Human Capital Strategy

- Defined Logistics Competencies
- Developed Logistics Proficiencies
- Developed Human Capital Strategy Vision

- Identify Training, Education, and Developmental Assignments and Assess Gaps to Meet Future Requirements
- Develop Logistics Career Development Framework (LCDF) Assessment Process
- Identify Organization(s) and Plan for Pilot LCDF Implementation

- Implement LCDF across DoD Logistics Community

For additional information…

- Go to our website:

  http://www.acq.osd.mil/log/sci/hcsp.htm

- Or contact:

  Ms. Carol Conrad
  Office of the ADUSD (Supply Chain Integration)
  (703) 604-0098 x141
  Carol.conrad@osd.mil